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JOB SATISFACTION AMONG EMPLOYEES IN PUBLIC SECTOR

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Job Satisfaction among Employees in Public Sector

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Abstract – The study is about the sex difference in job satisfaction and effects of different variables on job satisfaction. A sample of (N=50) medical officers, half males and half females was selected from two government hospitals, one from Faridkot and one from Bathinda. Job Descriptive Index(JDI)(Smith, Kendall, Hulling, 1969) was redesigned according to our cultural values and administered as a measure of respondent's job satisfaction. Results indicate that factor of sex leads to statistically significant differences in overall job satisfaction of medical officers. Findings supported the hypotheses that male medical officers are more satisfied as compared to female medical officers. Sample appears to be more satisfied with pay, promotion and supervision. Whereas no difference in job satisfaction were found with people and work. Pay, promotion and supervision contribute more toward job satisfaction as compared to people and work.

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INTRODUCTION

Role of doctor is complex and sensitive as it is concerned with the health of generation so assessment of attitude towards their work seems very crucial. The doctors are not only the professionals. They are human beings too. They have their own way of thinking, feeling, perceiving and enacting and they have certain needs to be satisfied. These attitudes has a direct impact on themselves, their patients and on their job, where as it has an indirect impact on society. If they are dissatisfied, they can't perform their job properly.

Medical is considered amongst the most stressful profession in Pakistan as the salaries of junior doctors are quite low, their working conditions are generally poor, number of patients is very high and work load is quote heavy in public hospitals contrary to such negative aspects. There are many things, which are considered good and attractive. Some of these are social relation; feelings of helping others when doctors consider these positive aspects as a result it give satisfaction in the job. So we need to assess the sex differences in the job satisfaction of medical officers. The Asian countries are marked example of discrimination against and unequal appointments available to women even in medical profession. They are discriminated especially more than man. We should plan some set analysis for doctor to know their problems and so suggest certain remedies to increase their level of job satisfaction of doctors and whether there is any sex difference are present. One reason of conducting this study is that it may benefit society in the sense of job satisfaction and thereby to raise the

quality and quantity of the work. Main objectives of the study are to assess the job satisfaction of the medical officers in public hospitals and to investigate the sex/gender differences in job satisfaction of medical officers in public hospitals. The study aimed to examine the overall job satisfaction on gender basis and job satisfaction of each facet like work, supervision, people, pay and promotion.

LITERATURE REVIEW

Castillo and Canno (2004) described the amount of variance in faculty member's overall level of job satisfaction explained by Herzberg, Mausner, and Snyderman's (1959) job motivator and hygiene factors. The faculty was generally satisfied with their jobs. However, female faculty members were less satisfied than male faculty members. The factor "work itself" was the most motivating aspect for faculty. The least motivating aspect was "working conditions." The demographic characteristics were negligibly related to overall job satisfaction. All of the job motivator and hygiene factors were moderately or substantially related to overall job satisfaction.

Kim (2005) examined the gender differences in employee satisfaction. Data from a survey of 5,128 public employees in Seoul Metropolitan Government indicated that women were more satisfied with their jobs than were men. Among demographic variables gender was the only significant predictor of job satisfaction; women emphasized intrinsic rewards, whereas men emphasized extrinsic rewards.

Mamun, Hussain and Islam (2005) investigated and found that job satisfaction of the senior level executives of Bangladesh showed that other than work itself there were not many strong motivating forces present to satisfy the executives. Both male and female executives had confirmed that their companies recognize their good works and they were also clear about the goals of their organizations. It was noted that there were hardly any gender difference regarding job satisfaction, even though, there were less scope of promotion possibility in most of the organizations. Both male and female executives expressed relatively higher level of agreement about their liking of coworkers and enjoying their jobs and company, suggesting less sex discrimination, though they mildly agreed that there were bickering and fighting at work. Regarding satisfaction on benefits received the male executives were found somewhat less satisfied compared to the female executives

Volsky and Aguilar (2009) investigated the gender differences in cooperate extension. They formulated a generalized model of employee satisfaction and tested it for both female and male U.S Extension employees. The findings indicated that there were no differences in the antecedents of employee satisfaction between gender

Ali and Akhter (2009) investigated through survey the level of satisfaction among the faculty of tertiary level in private universities of Bangladesh. The findings showed that the faculty members were more or less satisfied with their job except some physical conditions. There were no gender biasness found among faculty because of nature of job were same for both male and female. Nurullah (2010) explored the aspects of satisfaction with job and careers and the predictors of job satisfaction among the emerging adults of Alberta. A job satisfaction model was developed by using structural equation modeling. The results showed that self-esteem and valued job characteristics were direct predictors along with happiness and income.

Mehmood and Nudrat (2011) conducted this study to investigate the difference between gender (male and female teachers) and types of school (urban and rural) about job satisfaction. Study was descriptive in nature and Minnesota satisfaction questionnaire was used to collect data. The data were collected from 785 teachers selected from all Public High schools (192) in one district. The findings were drawn after the descriptive and inferential analysis, Means, Standard Deviation and 't' test, was run to test the hypotheses. Generally teachers were less satisfied with advancement, compensation, supervision human-relation, and working conditions. Female teachers were more satisfied than their male counterparts. There was no significant difference between urban and rural teachers' job satisfaction.

Sultana and Begum (2012) measured the level of job satisfaction of female health library professionals in

Dhaka city and how do the job facets (MSQ, 1967) effect on job satisfaction of female health library professionals. A standard questionnaire (MSQ, 1967) is used to measure the level of job satisfaction of the sample. The result shows that out of twenty job facets eleven facets are highly significant for the job satisfaction and nine facets quite insignificant for job satisfaction. Furthermore it noticed females are less satisfied at their job.

Olorunsola (2012) investigated job satisfaction of administrative staff and also investigated whether workers job satisfaction is related to their personal characteristics. An instrument titled Job Satisfaction Questionnaire (JSQ) was used to collect data. The descriptive analysis of the data was done using t-test analysis, one-way and posthoc ANOVA. The findings revealed that job satisfaction of the administrative staff was high. Furthermore, working experience will not significantly influence job satisfaction of workers, while age will significantly influence job satisfaction of the administrators also sex made a significant difference in job satisfaction of workers

METHODOLOGY

The sample consisted of 25 male medical officers and 25 female medical officers. The sample belongs to 17, 18 and 19 grades from two government hospitals, Guru Gobind Singh Medical College, Faridkot and Adesh Institution of Medical Sciences & Research. The doctors were selected by convenient sampling method from two hospitals. The questionnaire is designed with the help of Cornell job descriptive index and formulated according to our culture. Questionnaire yields five facet scopes such as work, supervision, people, pay and promotions. Every variable has five questions and which may be responded as "yes" and "no." About half the items are positive so that a "yes" response would indicate satisfaction and about half are negative, so that a "no" response would indicate satisfaction. A "yes" response to a positive item and a "no" response to negative item was given a weight of "1" each. The reverse way of responding i.e. a "yes" response to a negative item and a "no" response to a positive item was given weight of "0" for each item.

RESULT

A number of statistical procedures were used to analyses the hypothesis of male and female medical officers. Mean, median were calculated as our questionnaire is of dichotomous type. So, we apply chi-square for results. The proposed hypotheses of the present study were put to the test to be proved or disproved by the obtained data. Hypothesis 1: result shows that Male medical officers are more satisfied as compared to female medical officers ($\chi^2 = 5.1282$, $df=1$, $P=0.025$). It shows a comparison between male and female medical officers on average job satisfaction scores. The cutoff point is 13 which mean that up to 13 low job satisfaction while above 13 indicates high job satisfaction. The significant level is

less than or equal to '05', the chi-square value is 5.1282 which is significant at '024'. With regard to the first hypothesis, the result supports the hypothesis. On the basis of the results, we can say that male medical officers are more satisfied as compared to their female counterparts.

Hypothesis 2: result shows better chances of promotion increase the level of satisfaction of employee($X^2 = 6.4112$, $df=1$, $P=0.011$) It presents a relationship between job satisfaction and promotional opportunities. Here the cutoff point is 2. The chi-square value is 6.411 which is significant at '011'. With regard to the second hypothesis, the result supports the hypothesis. On the basis of results we can say that level of satisfaction increases with promotional opportunities.

Hypothesis 3: result shows Job satisfaction among employees increase with better supervision($X^2 = 5.8882$, $df=1$, $P=0.015$) and presents a comparison between job satisfaction and supervision. Here the cutoff point is 3. The chi-square value is 5.888 which is significant at '015'. With regard to 3rd hypothesis, the results support the hypothesis. On the basis of results we can say that job satisfaction increases with better supervision.

Hypothesis 4 result shows : Work is positively related to level of satisfaction($X^2 = 2.8052$, $df=1$, $P=0.094$) and presents the comparison between job satisfaction and work. Here the cutoff point is 13. The chi-square value is 2.8052 which is not significant because it is at 0.094 which is away from significant level. With regard to 4 th hypothesis, the results do not support the hypothesis.

Hypothesis 5: result shows Job satisfaction increases with increasing pay.($X^2 = 6.0192$, $df=1$, $P=0.014$ $X^2 = 6.7312$ $df=1$ $P=0.035$ and) and presents the relationship between job satisfaction and pay. According to first result computes , with high and low pay while Second result with different pay categories. The chi-square is 1.282 which is at 2.58 which is not significant. With regard to 6th hypothesis, the results do not support the hypothesis.

CONCLUSION

The study aimed to explore and investigate the global job satisfaction of medical officers in public hospitals. The overall results supported the proposed hypotheses that the male medical officers are more satisfied as compared to female medical officers. Men and women are significantly different in their roles, behavior, attitudes and status in society. The main responsibility of men is to financially support the families, on the other hand, the, main responsibility of women is to care and rear their family. So, we could not consider their feelings equal about work. They

have different sets of responsibilities and pressures which affects the work in different manner. As female experience more role pressure that's why they are less satisfied.

Basically the study is based on two different aspects, first is gender differences in job satisfaction and second is effects of different variables of job satisfaction on men and women collectively. The present study is based only on public sector, the main reason for choosing public sector that it is the backbone of every country. The satisfaction of employees is necessary for development and growth of this sector. This sector is badly treated in Pakistan especially the dissatisfaction of employees in this sector is because of powerlessness of these variables (pay, promotion, work, supervision & people).

Promotion is an important variable and findings indicate that promotional opportunity greatly affects the satisfaction level of employees. Greater the promotional opportunities, higher would be the satisfaction level. The promotional opportunities in public sector are somewhat limited and mostly rare on merit bases. Mostly favoritism and personally like, dislike affects the promotional opportunities of employees. The results support our hypothesis. Supervision plays a vital role in increasing the satisfaction level of employees. If employees are supervised properly, their satisfaction about work always increases. The finding indicates that better supervision increases the level of satisfaction among employees. An intelligent, quick, sharp, kind and expert supervisor no doubt motivate their subordinates which in turns increases both the efficiency of employees and organization

Findings indicate that work is not an important factor in job satisfaction. It was assumed that pay matters a lot in job satisfaction. Better pay and incentives always motivates the employees. The finding indicates that the level of satisfaction increases with pay. The last variable which is studied by the researcher is the relation with coworkers. It was assumed that quality human relations with coworkers increase the level of satisfaction.

The findings indicate that relation with co- workers is not an important matter for employees. In conclusion it can be said that the results of present study show that in case of medical officers such personal factors as sex can contribute to significant differences in the magnitude of job satisfaction as measured by questionnaire. In general, doctors show keen interest in pay, promotion and supervision as compared to work and people. As compared to men, women's duty hours should be flexible and their working condition should be improved.

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